

Action	Agency	Progress December 2013
<p>Take a Zero Tolerance Policing Approach</p> <p>Ensure that Surrey Police and partner agencies focus on tackling anti-social behaviour, violence and those who break into homes or steal our property</p>	<p>PCC</p>	<p>The PCC, Kevin Hurley, as continued to lead on the development of Joint Enforcement Teams in Surrey. Two boroughs are developing teams to start in April – Reigate and Banstead and Spelthorne and the Office of the Police and Crime Commissioner (OPCC) is assisting in the set-up of these teams.</p>
<p>Make sure there is a focus on catching criminals and detecting crime</p>	<p>PCC</p>	<p>The PCC holds regular management meetings holding the Chief Constable to account. This includes an update on detections: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/02_Update-on-Delivering-the-Peoples-Priorities-final.pdf</p> <p>The PCC has also provided funding to two Surrey Police projects in the last quarter aimed at deterring and detecting burglars and thieves including funding for four new Automatic Number Plate Recognition (ANPR) cameras and funding for support Immobilise – a national recognised property marking service.</p>
<p>Make sure that Surrey Police is robustly tackling serious crime and organised criminal gangs operating in the county. We will take away their profits from crime</p>	<p>PCC/ Surrey Police</p>	<p>The above management meeting paper shows work being carried out against serious crime and on the level of assets seized from criminals.</p> <p>Examples of operations carried out to tackle organised criminal groups (OCGs) are given to the PCC at his management meeting and published online in the meeting papers. The Force has dismantled 7 OCGs so far this year and further operations are either in the operational stage or concluded.</p> <p>The Force also updates the PCC on details of assets that have been seized from criminals at the same meeting and again the details are published online. The total POCA seizures so far this year are £883,869.95 (FYtD Dec).</p>

<p>Ensure that Surrey Police arrests more people who deal drugs on our streets and to our young people and children, in particular in schools and colleges of further education</p>	<p>PCC</p>	<p>The People's Priorities update, see above link, includes actions being taken on tackling drugs. The PCC has also recently set up Scrutiny Panels, to look at specific aspects of performance in greater depth. Tackling drugs in schools and colleges was the first in-depth scrutiny topic and the PCC heard in more detail about initiatives and research being carried out.</p> <p>A recent drugs operation, Op Beet, has resulted in more than 30 properties being searched with warrants, involving 270 officers. 22 people were arrested, 13 of whom have already pleaded guilty and been sentenced to between 12 and 44 months imprisonment.</p>
<p>Review the community safety funding and grants available to partners who tackle local issues to make sure value for money is achieved</p>	<p>PCC</p>	<p>The OPCC is currently conducting a review of all the grants it has issued during 2013/14.</p>
<p>Work with Surrey Police and partners to reduce deaths, injuries and damage on the roads that are caused by selfish, reckless and anti-social drivers and riders</p>	<p>PCC/ Surrey Police</p>	<p>This is reported on through the bi-monthly PCC management meeting process; activity is shown in the 'People's Priorities' reports. Drive SMART is the key partnership initiative to make our roads safer. Surrey Police also took part in the annual drink driving campaign over the festive period.</p> <p>The Deputy PCC has taken part in Safe Drive Stay alive events in the last quarter. Driver and road safety has been a theme of discussion and action in the Crime Summits.</p>

How a robust ethos of zero tolerance is being delivered in Surrey, whilst ensuring standards are maintained and policing is carried out in a reasonable way

Surrey Police

The Force's zero-tolerance policing approach is included in the reporting process for each management meeting, and numerous examples have been evidenced to the PCC and published. The Force has adopted 'Zero Tolerance Policing' as the overarching title of the force strategy, and wide communication has been carried out internally to reinforce this message and ethos – it is mentioned regularly on the Chief Constable's blog. Maintenance of standards is also evidenced at management meetings and in-Force work on the professionalism agenda includes:-

- The establishment of an external Professional Reference Group whose members can be used to give a view on professionalism and integrity issues;
- Updating the Force media engagement policy post the Leveson Enquiry;
- Ensuring gifts and hospitality are only accepted where it is appropriate and are then recorded;
- A review of the force use of consultants to ensure contracts are being awarded properly and their use is delivering value;
- The addition of integrity issues as part of Neighbourhood and Detective training courses;
- The introduction of dress standards;
- Educational and preventative work by PSD including developing a "lessons learnt" database that will be available to everyone;
- The development of a People Strategy – where professionalism will be an integral part;
- Work to develop Force transparency, including publishing more on the website; and
- Continuing to take any allegation of officer/staff wrong-doing seriously.

How Surrey Police is working to reduce crimes of burglary, robbery and violence	Surrey Police	<p>The Force has provided details on performance and activity for this through the bi-monthly management meeting process, papers from which are published online. Compared to last year:-</p> <ul style="list-style-type: none"> • Robbery has reduced by 3.5% • Burglary has reduced by 5.1%, influenced by the work done during our targeted burglary campaign - Operation Candlelight • Violence with injury has increased by 18.7%. The Force ran 'Operation Yuletide' over the festive period to tackle the seasonal increase in town centre violence and work is being driven through the Deputy Chief Constable's Crime Performance Board to tackle the increase. This figures includes domestic abuse, where increased reporting is encouraged.
What Surrey Police is doing to encourage reporting of underreported crimes such as domestic violence, homophobic, racist or other hate crime and sexual offences	Surrey Police	<p>The Force has provided details on activity for this through the bi-monthly management meeting process, papers from which are published online. As an example the Force took part in the Domestic Abuse Awareness week in October and was inspected by Her Majesty's Inspectorate of Constabulary (HMIC) on performance in relation to Domestic Abuse. The report is expected in March.</p>
The improvements being made in solving burglary, robbery, violence and sexual offences	Surrey Police	<p>The Force has provided details on performance and activity for this through the bi-monthly management meetings, papers from which are published online. Compared to last year:-</p> <ul style="list-style-type: none"> • The burglary detection rate is 10.1% (down 6% points from last year) - this is partly due to the decision to discontinue the policy of 'multiple cautions' for burglary offences; • The robbery detection rate is 26.7% (down from 36.8% last year); • The violence detection rate is 37.8% (down from 44.8% last year); • The serious sexual offences detection rate is 35.4% (down from 41% last year). <p>The Force is conscious of the drop in detection rates and is driving work to improve this through the Crime Performance Board, including the innovative use of 'logic trees'.</p>
The operations carried out and achievements made in targeting those who deal drugs to young people in schools and colleges of further education	Surrey Police	<p>The Force provided a thorough update to the PCC on its work to understand the issue of drugs in schools at the December scrutiny meeting. Significant work has been carried out to better-understand the problem, through links with schools and young people, better education, and seeking the assistance of partner agencies.</p>

Joint actions with a wide range of partners to reduce anti-social behaviour and crime in all forms – whether it be working together to reduce town centre violence, business crime, rural and wildlife crime or any other loutish activity	Community Safety Partners	In the last quarter the PCC has agreed to 8 applications for grant funding. Many of these are aimed at reducing anti-social behaviour including: <ul style="list-style-type: none"> £8,000 for GASP – to purchase an additional vehicle for this project which provides education motor based activities for disengaged young people £10,000 for HMP Send to deliver an intervention programme where a course is delivered by inmates to young women and girls at risk of entering the criminal justice system
The support and mechanisms in place to stop people abusing drugs	Community Safety Partners	The Office of the PCC is working with the Surrey Substance misuse group on a new strategy for Surrey for the prevention of alcohol and substance misuse.
Actions to tackle alcohol misuse and alcohol fuelled violence and anti-social behaviour	Community Safety Partners	As above.
Conviction rates at court for people who commit serious crime and drug dealers	Community Safety Partners	The Office of the PCC is working with agencies in the Criminal Justice system to ensure that the victim is put at the heart of the system, including consideration of conviction rates.
More Visible Street Policing		
Continue with my campaign for fairer funding of policing for Surrey tax payers. You pay the highest level of council tax for policing in the country	PCC	Independent research commissioned by the OPCS from Oxford Economics has now been completed and is being forwarded to the Home Office for their consideration.
Ensure Surrey Police and Criminal Justice partners take money and possessions away from criminals and direct this money into visible policing	PCC	The PCC reviews Surrey Police seizure of assets in his management meeting with the Chief Constable. Over £800,000 of assets have been seized this financial year to date. More detail can be found at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/02_Update-on-Delivering-the-Peoples-Priorities-final.pdf
Lead on collaboration with neighbouring forces to share as many police functions as possible and, in the future, consider amalgamation	PCC	The PCC's of Surrey and Sussex continue to work closely with the Chief Constables of those forces to jointly deliver services wherever possible to make savings and protect front-line policing.

Develop protocols between neighbouring police forces so that the nearest unit can respond to calls for help regardless of county borders	PCC	Surrey and Sussex are now delivering nearest unit response for major crime and firearms.
The plans for Surrey Police in terms of back office savings and collaboration with neighbouring forces and local authorities.	Surrey Police	<p>The Specialist Crime and Operations commands are operating successfully across Surrey and Sussex and the future high level operating models have been agreed for both business areas, which will deliver a minimum of 5% savings by the end of 2015/16. The business cases for Cyber Crime, Intelligence and Tasking, Public Protection, Operational Dogs, Gatwick Tactical Firearms Unit (TFU) and Search Management are being finalised.</p> <p>A programme of work has been established to develop and progress Support Services collaboration opportunities with Sussex, covering Human Resources (HR), Finance and Information and Communication Technology (ICT). A separate work stream will also consider opportunities within other corporate service functions.</p> <p>Work is underway to deliver a joint change delivery and business design function across Surrey and Sussex, which will be key to supporting the broader collaborative programme.</p> <p>Surrey and Sussex Police are continuing to explore collaborative opportunities with our Fire and Rescue partners and South East Coast Ambulance Service, with some quick-wins having already been identified as well as some longer term opportunities. This programme has been awarded funding support from the Police Innovation Fund.</p>
The reviews that Surrey Police is undertaking to make sure that they are as efficient as they can be and what the outcomes of these are in terms of savings	Surrey Police	<p>A number of reviews are currently being undertaken and implemented across the force which are intended to better match our resources to demand and deliver a more cost-effective and efficient service to the Surrey public. These are reported on formally through the management meeting process, including associated savings and potential savings.</p>

The number and powers of PCSOs (Police Community Support Officers) and how they are used to support this plan	Surrey Police	This was specifically reported on at the September management meeting; the force establishment for PCSOs is 222 full time equivalent (FTE) posts, and there are currently 191.6 FTE posts which are filled. The Force Chief Officer Group reviewed the PCSO powers in September 2011 which resulted in 2 additional discretionary powers being included. The full list of Surrey Police PCSO powers is shown in appendix A of the September 'People's Priorities' document.
How Surrey Police is making best use of the Special Constabulary and other volunteer groups	Surrey Police	The Force has provided details on performance and activity for this through the bi-monthly management meetings, papers from which are published online. There are currently 207 officers in the Special Constabulary, 171 of whom are operational at present. 68% of Special Constables in Surrey have their independent patrol status and can thus carry out patrols unaccompanied by another officer. This is the highest percentage regionally.
Put Victims at the Centre of the Criminal Justice System		
Work with the Criminal Justice System to ensure victims get proper support, whether they are dealing with Surrey Police, courts, probation, judges or voluntary support organisations	PCC	The PCC has published a link to the new Victims' Code on his website: http://www.surrey-pcc.gov.uk/2013/12/code-of-practice-on-victims-of-crime/
Monitor how Surrey Police and Criminal Justice partners improve their support for victims of crime and anti-social behaviour	PCC	The PCC recently requested a paper from Surrey Police on how they were implementing the new Victims' Code. This paper can be viewed at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/04_New-Victim-Code-final.pdf
Review the community safety funding and grants given to partners who support victims to ensure value for money is achieved	PCC	The OPCC is currently reviewing grants given to support victims as part of a wider project on victims' commissioning. In the last quarter the PCC has given a grant of £6290 to the Surrey Rape and Sexual Abuse Support Centre (RASASC) to raise awareness and educate on the issues of sexual abuse.

Ensure that we look after those people most vulnerable in our society	PCC	At the January Management meeting where the PCC scrutinises Surrey Police performance the PCC requested and received a paper from Surrey Police on what they are doing to protect vulnerable people. This paper can be viewed at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/Protecting-vulnerable-people-final1.pdf
Work with partners to ensure that those with mental health issues receive appropriate care and protection	PCC	The above paper also included the protection of people with mental health issues.
Monitor Surrey Police performance in answering the phone when you call, whether in an emergency or not, and how they respond to calls for help, getting the call centre and response officers to focus on what the victim needs.	PCC	This is monitored regularly in the management meetings the PCC holds with the Chief Constable. These meetings are webcast or the performance report can be read at: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/02_Update-on-Delivering-the-Peoples-Priorities-final.pdf See page 6 for call handling performance.
How satisfied victims of crime are with the services that Surrey Police provides and what Surrey Police is doing to improve how victims are treated	Surrey Police	The Force strives to provide excellent victim care. Activity and performance is described in the published documents for the management meetings. Locally FYtD victim satisfaction is 86.5%, an increase of 1.4% points over the same point last year. The new Victims' Code was implemented in December and the Force reported to the PCC specifically on this in January.
How Surrey Police is treating victims of anti-social behaviour and how it is improving treatment and actions taken	Surrey Police	As reported through the management meetings, Surrey Police seeks to provide excellent care to ASB victims; performance is strong, being 80.7%, which is an increase of 1.3% points since last year. The Surrey Community Safety Partnership Board, of which Surrey Police is a member, has recently agreed a new ASB strategy for Surrey to increase joined up problem solving with our colleagues, and Surrey Police also chairs the new County ASB Steering Group to ensure the strategy is put into practice.
Help ensure that the Criminal Justice system, including courts, witness protection and the judiciary put victims at the heart of everything they do	Criminal Justice Partners	The PCC has met with CJS partners to discuss performance and improvements that can be made.

Review the funding given to victim support organisations to ensure value for money is achieved and a good quality of support is provided	Criminal Justice Partners	The OPCC is currently reviewing funding provided to victim support organisations as part of the wider project on commissioning of victims' services.
Help ensure that there is support for vulnerable people, such as the young, the elderly, those with mental health issues and troubled families	Criminal Justice Partners	The PCC has provided funding to support vulnerable people including domestic violence support funding, funding for the support of victims of sexual offences. He has also been active in commenting the treatment of people with mental health issues.
Give You the Opportunity to have a Greater Say in how Your Streets are Policed		
Make sure that Surrey Police provides opportunities for everyone to engage about their issues at a neighbourhood level	PCC	The OPCC has asked Surrey Police to make sure that all local areas have engagement opportunities. Local policing boards have been put in place by Surrey Police alongside facebook boards and local surgeries.
Hold an annual Police and Crime Summit, together with the Council Leader and Chief Executive, in each Borough and District where people can come and take part in discussions about police and community safety issues	PCC	Since the last report, the PCC has held a further three crime summits – in Epsom and Ewell, Guildford and Tandridge. These events were all well attended and the OPCC will have run events in all 11 borough/ districts by the end of March 2014.
Ask local councillors, community safety officers and Surrey Police to formalise current engagement arrangements to ensure that there is a regular Local Policing Board that the public can attend in each Borough and District in Surrey	PCC	Local Policing Boards are now in place across Surrey – see the link below.
Publicise the dates and venues for the Summits and Local Policing Board meetings	PCC	The Summits are all publicised on the PCCs website, twitter account and through PCC and partner contact databases. The Local Policing Boards are publicised locally and on the Surrey Police website: www.surrey.police.uk
Give people the opportunity to contact or meet with me or my staff about specific issues, including through surgeries, correspondence or through my web-site	PCC	The PCC has recently carried out a public consultation exercise on his budget proposals publicised on his website, through local media and through local businesses.
Work with the media to ensure I am visible and available to the public and can make their interests heard	PCC	The PCC continues to be active in local and national media.

Ensure everyone has the opportunity to engage by having a wide range of means of contact and engagement	PCC	In addition to the Policing Boards and Summits, the PCC, his Deputy and Assistants attend a large number of community meetings. The Office of the PCC also responds to e-mails and letters from residents and consults via the PCCs website.
Use social media and other emerging communications channels to engage with young people and those who do not wish to engage via other means	PCC	The Office of the PCC remains active on twitter and plans to develop a facebook page early in 2014/15.
Operate and lobby at a national level on behalf of the Surrey public on issues such as adequate funding for Surrey Police and victim care	PCC	The PCC has been active nationally in raising issues of police funding, police officer morale and is on the national working group for victim's commissioning.
Work with the Police & Crime Panel to make best use of its knowledge and expertise on local level issues	PCC	The PCC attends all Police and Crime Panel meetings, including during the last quarter a workshop with the panel to discuss topics such as collaboration and strategic change in greater detail.
Making sure that everyone in Surrey is able to engage with the police, councils and other partners about the issues that affect them. I will ensure that existing joint engagement arrangements are formalised, with regular Local Policing Boards in each borough and district	Surrey Police/ Community Safety Partners	Progress has been reported through the management meetings and related documents; each borough and district has set up Local Policing Boards which are now advertised on the Surrey Police website. innovative approaches have been used, e.g. Facebook sessions attracting over 1000 participants. Likewise the force contributes to the PCC's Local Policing Summits. The key issues from each board are sent direct to the OPCS for information.
Ensuring that issues are picked up and action is taken by the appropriate agency and that themes and learning are identified and acted upon together through joint problem solving.	Surrey Police/ Community Safety Partners	Issues and action plans have been identified through the Local Policing Summits, as collated through the PCC's office. The Local Policing Boards have raised local issues, of a similar theme to panel meetings (e.g. speeding, parking and ASB), and resolution of these many issues forms part of daily business for the relevant Neighbourhood teams. The teams work regularly with partners, including through Joint Action Groups and Community Incident Action Groups. Examples of partnership-working have been included in reports for the management meetings.
Protect Your Local Policing		
Review the police station disposals policy in Surrey to ensure best value is achieved from the Surrey Police estate and any sales of property	PCC	This review has now concluded and the results can be read at the following link: http://www.surrey-pcc.gov.uk/2013/10/surrey-police-and-crime-commissioner-concludes-estates-review/

Seek a national role to provide a voice for Surrey on boards and organisations that set police pay and conditions, particularly given proposals to reduce starting pay for police officers, who already struggle financially to live in Surrey	PCC	Kevin Hurley continues to be an active and vocal member on the national PNB (Police Negotiating Board) which deals with police pay and conditions.
Ensure that Surrey Police gets adequate support from national bodies, such as the National Crime Agency, National Fraud Investigation (led by the City of London Police) and Counter Terrorism Units, as well as making sure Surrey Police is doing its part in national policing requirements	PCC	The PCC and staff have attended national seminars and training on national bodies. The PCC is part of the regional crime oversight board. Management meeting papers are received which update on Surrey Police's input into national policing requirements.
Seek to reduce the bureaucratic burden on policing by tackling policies which inhibit us unnecessarily	PCC	The PCC aims to reduce bureaucracy wherever possible and aims not to put additional burdens on Surrey Police including getting rid of targets.
Ensure that the media has a balanced picture of policing activity in Surrey: we will be transparent	PCC	The PCC and his office are active in getting articles in local and national media including newspaper, radio and twitter to get a balanced picture of policing.
Take every opportunity to raise issues affecting Surrey such as budget cuts and police pay and conditions with MPs, councillors, partners, Government and national boards to make sure that they are all able to support your aims	PCC	The PCC continues to speak to MPS and government about funding for Surrey Police and about police pay and conditions.
Use my position as an elected person with the largest mandate in Surrey to give a balanced view of policing and protect those officers who put themselves in personally frightening or emotionally challenging situations every day and support them in tackling the people who blight the lives of the Surrey public	PCC	The PCC is active about speaking up for police officers in media and social media.
Work with the Chief Constable during 2013 to set out a staff and asset transfer scheme, as required by the Home Office, that best meets your 6 priorities	PCC	The plans for stage 2 transfer in Surrey have been agreed by the Home Secretary and the full scheme will be drafted to go to the Home Office in March.

Oppose plans for direct entry into the police service at Superintendent rank.	PCC	The PCC has nationally opposed direct entry and taken every opportunity to raise this as an issue with government and press.
What Surrey Police is doing with regard to pay and conditions for officers and staff following Government announcements on pay	Surrey Police	The Force continues to work closely with the Police Federation and UNISON, acting in line with new laws, and terms and conditions, and ensuring changes are communicated and implemented sensitively and without bureaucracy. Full details about the various aspects are included in the PCC management meeting documents. One area of note is that Surrey Police has now concluded its pay negotiations with UNISON and a 2% pay increase across all graded pay points will be introduced in April 2014.
What the latest staff survey results are saying and how staff are viewing leadership	Surrey Police	Staff survey data is published separately. In the midst of budget cuts and much organisational change, the force has seen a drop in scores for the staff survey, and has COG-led plans in response to this. Of note, the recent introduction of divisions on 1 st October has already had an impact in putting visible senior leaders back with their teams.
Ensuring previous skills and training are utilised when officers transfer from other forces	Surrey Police	The Force continues to recognise national qualifications and ensures bureaucracy is minimised when quality assuring 'local' skills from elsewhere. This has been described through the management meeting structure.
I will be Uncompromising in the Standards you Expect from Your Police		
Go out and about within Surrey Police to see what is happening 'on the ground', to listen to the public and victims and feed my observations back into the Chief Constable	PCC	The Assistant PCC for Victims, Jane Anderson, continues her work to meet victims and feed back to Surrey Police. That has included recent qualitative research with victims of domestic violence.
Continue to ensure we have an effective Independent Custody Visiting Scheme, whereby trained people from local communities go into custody to check on the welfare and treatment of those being held in custody	PCC	The Independent Custody Visiting Scheme continues to run well, with a recent recruitment exercise for new volunteers and training days for volunteers.
Work with the Independent Advisory Group (IAG) and to hear views from minority groups about what they expect from policing	PCC	The PCC, his Assistant PCC for equalities and support offices continue to meet regularly with the IAG and other groups to understand the views from diverse communities in Surrey.
Ensure that Surrey Police has the highest standards through monitoring customer service and complaints	PCC	The PCC's office regularly monitors complaints trends and in the last quarter have carried out dip-sampling of complaints files.

Consider where I can introduce mystery shoppers to provide a check on standards of Surrey Police care for victims and customers	PCC	Complete – considered and not felt to be practical.
Lead by example and give visible leadership for Surrey Police and expect those in leadership roles to do the same	PCC	The PCC, Deputy PCC and Assistant PCCs continue to meet with Surrey Police leaders and show leadership to staff.
Monitor Surrey Police performance in investigating crime to make sure that the best results are achieved	PCC	The PCC monitors Surrey Police performance in investigating crime in the management meetings, the attached report provides more details: http://www.surrey-pcc.gov.uk/wp-content/uploads/2014/01/02_Update-on-Delivering-the-Peoples-Priorities-final.pdf
How the Chief Constable and her senior staff are ensuring high standards, ethics and integrity - from dress codes and standards of appearance through to the service staff are delivering to the public	Surrey Police	The relevant activity (for example, the new uniform standards) is included as part of the management meeting documents and reported on at the public meetings with the PCC. Professionalism is a key strand of the refreshed People Strategy Board, to be chaired by the DCC.
How many complaints have been received, what the themes of these are and whether complaints are being well managed within required timescales	Surrey Police	Overall details and numbers of complaints are published in the management meeting documents, which are published on-line. For the most recent quarter, the two highest categories are 'Other Neglect or Failure in Duty' and 'Incivility, Impoliteness and Intolerance'. The former has seen a decrease of 16% (-23 allegations), whilst the latter has seen an increase of 14% (+7 allegations). This is now being considered by the DCC and will form part of the professionalism action plan and be subject to actions under the professionalism agenda.
Examples of letters of satisfaction received and the issues to which they relate	Surrey Police	Examples of such letters are published in the management meeting documents. Numerous themes are included, for example dealing with dangerous dogs, dealing with sudden deaths, providing mutual aid to other Police forces, assistance at road traffic collisions, resolving neighbourhood disputes and the support given to victims of burglary.

How staff are being managed to ensure high standards and good service delivery, including vacancy rates, sickness rates and staff survey results	Surrey Police	This is a wide area; related performance and activity within the Force is included in the management meeting documents. As an example, sickness levels are positive; the percentage of working hours lost due to police officer sickness over a rolling 12 month period has remained low at 2.6%. The Force figure equates to an average of 6.7 days per officer.
Holding the Chief Constable to Account		
Webcast management meetings holding the Chief Constable to account	PCC	Management meetings are webcast whenever technology allows and can be viewed on the PCCs website.
Finance and Resources		
Surrey Police budget and spend	Surrey Police	The PCC's Treasurer regular monitors spend against the Surrey Police budget. The budget proposals for 2014/15 will be submitted to the Police and Crime Panel in February for consideration. Latest financial information can be viewed at http://www.surrey-pcc.gov.uk/our-work/surrey-police-finances/
PCC budget and spend	PCC	This is a detailed area which is specifically covered through reports to the PCC from the Force, in the bi-monthly management meeting process. As discussed at the January Management Meeting the Force is in a position to meet the budget gap for FY 2014/15 through the proposed increase in precept.
Crime and Disorder Reduction Funding		
Allocated funding	PCC	Grant funding is all published on the PCC's website: http://www.surrey-pcc.gov.uk/2013/12/decision-log-0412013-community-safety-fund-october-to-december-2013-applications/